

CLERK-RECORDER'S OFFICE

I. DEPARTMENT MISSION

A. ELECTION'S OFFICE MISSION/PUBLIC BENEFIT

1. Provide services to maintain a high level of voter registration and to ensure that all eligible citizens of Contra Costa County are able to exercise their right to vote.
2. Conduct elections in a fair, accurate, timely, and efficient manner.
3. Provide information and maintain a high level of service to the public, candidates, and news media.
4. Provide voter outreach services and act as an advocate for changes in legislation to increase voter participation.
5. Track voter errors and design programs to correct them.
6. Aggressively reach out to our citizens for a dialog.
7. Explore and implement new technologies to increase service level to public, candidates, and news media.

B. RECORDER'S OFFICE MISSION

1. To accurately maintain and preserve all official records and indices relating to property and vital records in Contra Costa County.
2. To issue marriage licenses, file Fictitious Business Name statements, administer notary and other oaths, and accept filings as provided by code.
3. To explore and implement new technologies to increase access to our records.

II. MAJOR PROGRAM DESCRIPTIONS

A. ELECTIONS

Conducts elections in an accurate and timely manner, maintains a high level of voter registration, verifies signatures on initiative, referendum and recall petitions. The Registration and Administration section maintains

voter registration records, conducts voter registration outreach, verifies and certifies filed initiatives, referendums and recall petitions. The Election Services section issues, files, and certifies nomination papers; prepares and mails sample ballots, candidate statements, measures, arguments and absentee ballots, and conducts elections.

BUDGET: \$4,900,473
FTE: 21

B. RECORDER

Maintains and preserves all official records relating to real property, subdivision maps, assessment districts, and records of survey offered for recording; maintains records of all births, deaths and marriages occurring within Contra Costa County.

BUDGET: \$3,639,507
FTE: 40

C. RECORDER MICROGRAPHICS/MODERNIZATION.

Provides micrographic capability and equipment to digitize all documents in the Recorder's office and place them on film. (We no longer microfilm documents. We do convert our images onto microfilm.) Provides for the development of procedures to quickly identify and locate needed documents for the public and other County users.

BUDGET: \$8,540,769
FTE: 11

D. ADMINISTRATIVE SYSTEMS SUPPORT SERVICES

Provides administration for fiscal issues, personnel, payroll, employee development, division clerical supervision and special projects support.

BUDGET: \$384,577
FTE: 3

E. DEPARTMENT DATA

BUDGET: \$17,465,326
FTE: 75

| CLASS | ALLOCATED POSITIONS |
|------------------------------------|--------------------------------|
| County Clerk-Recorder | 1 |
| Asst. County Recorder/Registrar | 2 |
| Admin. Services Officer/Asst.III | 2 |
| Executive/Adv. Level Secretary | 2 |
| Clerk-Rec. Data Proc. Mgr. | 1 |
| Network Tech/Info.Sys. Tech. | 2 |
| Dept. Computer Operator | 1 |
| Microfilm Technicians (All levels) | 4 |
| Clerical (All levels) | 34 |
| Information System Asst. II/Lead | 10 |
| Election Processing Supervisor | 3 |
| Elections Staff Specialist | 1 |
| Precinct Coordinator | 1 |
| Recordable Document Technician | 8 |
| Senior Drafter | 1 |
| Recorder Office Manager | 1 |
| Recorder Operations Manager | 1 |
| TOTAL | 75 |

EMPLOYEE PROFILE

| | Male | Female | Total | Dept. Percent | County Percent ⁽¹⁾ |
|------------------------------------|-------|--------|-------|------------------|----------------------------------|
| Caucasian | 9 | 28 | 37 | 59.7% | 65.5% |
| Hispanic/ Latino | 0 | 14 | 14 | 22.6% | 17.7% |
| African/ American | 2 | 4 | 6 | 9.7% | 9.4% |
| Asian/ Pacific Islander | 1 | 4 | 5 | 8.1% | 11.0% |
| Native American | 0 | 0 | 0 | 0.0% | 0.4% |
| Total | 12 | 50 | 62 | 100.0% | |
| Percent | 19.4% | 80.6% | | | |

(1) Source: Contra Costa County 2000 Census Figures, U.S. Census Bureau

III. DEPARTMENT ACCOMPLISHMENTS

A. DEPARTMENTWIDE

1. Our Department Performance Management Program continues to focus staff and management on our Core Values. We strive to improve service to the public and promote staff development to be "better each day". This program establishes uniform standards, identifies primary job responsibilities for each employee, and monitors performance of those responsibilities on a regular basis. Our "PMP" helps recognize outstanding performance and identify and correct substandard performance through ongoing communication. This has resulted in increased employee morale and productivity.
2. As the next logical step in focusing and improving customer service, we created a Department Public Interface Committee. This committee utilized staff and management to address issues dealing with our staff and the general public. The mission statement is "C.A.R.E.", Courtesy, Accuracy, Respect and Efficiency. We have incorporated in-house classes, CD and tape training, as well as outside courses to reinforce public focus and customer service.

3. Our employee handbook program gives important and useful information to staff and managers about department policies and procedures. Each employee receives a handbook upon appointment and regular updates as changes occur. This program has resulted in increased communication and clarity about department policies and procedures as staff use their handbooks as an important reference for information.

B. ELECTIONS

1. Successfully conducted the Gubernatorial General Election on November 5, 2002 involving almost 485,000 registered voters. In addition to run-off contests for a Superior Court Judge seat and for the District Attorney:
 - 18 school districts, 16 cities, and 30 special districts consolidated their regular elections with the General.
 - 15 special measures (8 for cities, 4 for special districts, and 3 for schools) were also added.
 - Heavy consolidation of local districts to the even year General caused 224 ballot types to be generated. (A ballot type is created whenever a unique combination of contests occurs.) Out of these 224 ballot types, only 10 contained more than 10,000 voters each, in fact a full 149 of the ballot types contained less than 1,000 voters each. This contributed to a slow down of the inserting process for sample ballots, as well as causing many small pocket precincts where voters were required to vote by mail ballot.
 - 9 local districts were required to undergo reapportionment before the election.
 - The 2002 General was also the first Election held since the Director of the Census designated Contra Costa County as being required under the Federal Voting Rights Act to provide voter information and materials in Spanish as well as English.

The combination of the above factors made November 5, 2002 a challenging election. The Election Department staff did an outstanding job to adjusting to the additional workload created by the Spanish requirement, designing forms and information to educate both election workers and voters. The election was completed in a timely manner with accurate results and the election was certified without challenges.

2. Successfully converted from a mainframe based election management system to a PC based system between the 2002 Primary and 2002 General Elections. Installing more than \$200,000 in new equipment and programs.
3. Due to a law change effective in 2002, the number of voters requesting to become Permanent absentee voters increased 986.8% from 6,438 at the Primary to 63,533 at the General. These requests accounted for a little more than 61% of the total absentee ballots issued by request for the election. We expect this category of applications to continue to increase.
4. Successfully conducted a Contra Costa Retirement Board Election in June of 2002 for General Member 3 and Safety Member 7 and conducted two special school measure elections on March 4, 2003.
5. Continued with our aggressive voter file maintenance programs to keep voter rolls current. This program reduces "deadwood" from the voter rolls and saves State, County, and local taxpayers over a quarter of a million dollars per major election. The Elections Department purges files using various information sources obtained from the Secretary of State's Office; we also continue to use the postal Address Change Service on all Sample Ballot mailings. The postal Address Change Service allows us to receive address updates in electronic format, and costs less than the prior service. During the November 5, 2002 General, we received over 41,000 changes through this service. We also received an additional 1,286 changes for our two March 4, 2003 special elections.
6. Contra Costa continues to have one of the most reliable voting systems in California.
7. The Elections Office now posts sample ballots and candidate statements on the Internet for public access in both English and Spanish.

C. RECORDER

1. Processed an average 48,626 real property documents per month. This includes examining, cashiering, scanning, indexing and verifying. Four different units integrate to perform this function and complete the cycle each day. Contra Costa continues to have one of the most productive and hardest working recording units in the state.
2. Continued to implement our digital imaging system and find ways to

use technology to increase our level of customer service. We have put our index "on-line" and it is accessible via the Internet. In addition, we are now engaged in "e-commerce." We have reached our goal of an on-line purchase program for copies of documents via the Internet and over the phone. We processed 5,853 online orders and 4,288 over our automated phone system during 2002. We created an e-commerce processing area.

3. 3. Participated and won a "Technology Innovations Award" at the annual County Tech Faire sponsored by the Contra Costa County Department of Information Technology. The Recorder's Office entry was a demonstration of our electronic submission process. We continue to work with County Counsel, our District Attorney's Office and our State-wide Recorder's Association to develop legislation that will allow us to record documents from contracted agencies electronically. When this occurs, it will provide a cost and time efficient option for trusted entities to record standard documents.
4. We have partnered with the California Franchise Tax Board and Contra Costa Department of Child Support Services to implement electronic recording or electronic submission of their recordable documents.
5. We have converted our filed maps into digital format. We have been imaging recorded maps since April 1, 2001. We are pursuing other ways we can share this information with County agencies via the County GIS program. We are working with the County's Dept. of Information Technology and other departments on the project. We have one more map segment in progress, which will complete this conversion project.
6. Collected over thirty-three million dollars (\$33,643,675) in fees for 2002 (another record). This is seven million dollars more than 2000 and nine million dollars more than 1999! More than twenty-five million dollars of this fee revenue goes to the General Fund for other County departments. The Recorder's Office continues to be a revenue generating division.
7. We continue to use our in-house committees to increase efficiency or identify areas of concern. There are 3 continuing committees (Physical Environment/Safety, Work Flow, and Policy and Procedures). These committees involve represented staff, supervisors and managers in offering input on the day-to-day environment of our staff. These are in addition to the department-wide Public Interface Committee.

D. RECORDER MICROGRAPHICS/MODERNIZATION

1. Map and Document Restoration Program. We implemented this phased program four years ago to restore old maps, books, and vital records in our office. Many of these reference materials date back to the 1800's and early 1900's. This year we plan to restore and convert more vital records, continuing to preserve important historical information.
2. Our recording and vital records indices were available via the internet. Customers could research and locate recorded information via the Recorder's Website. New legislation prohibited us from providing our vital records indices on the Internet after January 1, 2003. The Recorder's Office website continues to be one of the most used County sites.
3. We continue to increase our sales of copies of vital records and official records on-line, though we have not advertised the service. Legislative changes that will take effect on July 1, 2003, will cause a decrease in the number of vital records ordered on-line. This legislation is based on privacy issues.

IV. DEPARTMENT CHALLENGES

A. ELECTIONS

1. Continue team building and staff development.
2. Design and construct a new facility for relocation.
3. Districts/Cities continue to consolidate their elections, which changes our work processes.
4. Increase in absentee voter ballot processing will be further stimulated by opening Permanent Absentee Voter status to all voters.
5. Increase in the number of ballot styles for statewide elections (resulting from heavy local district consolidation and legislative decision not to nest State Assembly districts within State Senate districts).

6. Build an election mapping system utilizing the County's GIS center line data to modernize the maintenance and proofing of district and precinct maps and related data.
7. Continue seeking ways to utilize technology to improve workflow, increase file accuracy and improve services.

B. RECORDER AND RECORDER MICRO/MOD

1. We will continue with reorganization of division. We have developed a program to train/cross train technology staff to benefit the department in the most efficient and effective manner. We reclassified positions to more technical classifications in order to more correctly reflect duties and tasks that have changed as a result of emerging technologies.
2. Our operations are affected by space needs. Trying to implement new technology and its changing workflow processes is difficult in the existing building space and configuration. As additional equipment is implemented to provide the Department's expanding functions, we have found that we do not have space to use the equipment (HVAC is inadequate, scanning cannot be done at the front counter area - there is no space to do it).
3. We are affected by the fluctuation of the Real Estate Market, which affects demand for recording. We are at the mercy of the fluctuations of the market and cannot always plan adequate staffing levels for the volume of recordings we receive. Over the years, the number of documents we process has increased though staffing levels have remained fairly constant. We continue to see enormous activity in Contra Costa County and the volume continues to be difficult to keep up with. We may request an increase in the percentage of revenues collected to inspire innovation and penny-pinching.
4. As we continue with our goal to transmit documents electronically for recording, we face a radical change in the way we have conducted business in the past. Although we are partnering with government agencies such as our Tax Collector, Department of Child Support Services and the California Franchise Tax Board, we must have legislation in order to allow this process with Title Companies, our single largest customer base.

V. PERFORMANCE INDICATORS

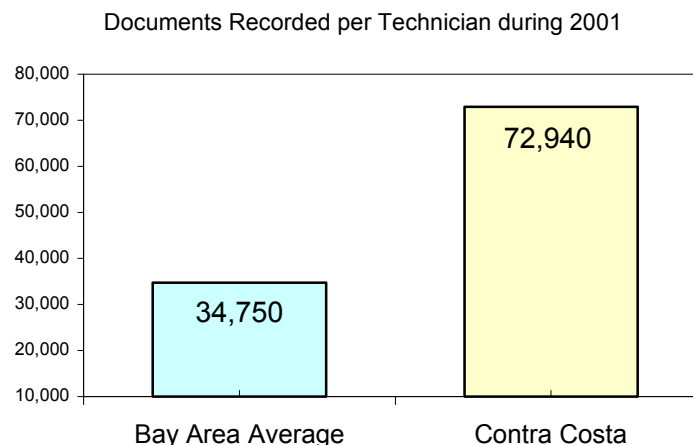
A. ELECTIONS OFFICE

1. Objective: Maintain or increase productivity without increasing costs. Note: Total costs for absentee voting will increase as the volume of absentee voters increase.
 - a. Indicator: Percentage of absentee ballots per election is 31.88% of ballots cast. If we combine the mail precinct voters with this number, 34.23% of our voters cast absentee/mail ballots. We expect this statistic to continue to rise propelled by legislation allowing any voter to apply for permanent absentee status and heavy consolidations causing pocket mail ballot precincts.
 - b. Indicator: Number of absentee ballots processed 87,389 at the November 2002 General. An additional 6,427 mail precinct ballots were also processed for this same election.
 - c. Indicator: Cost per absentee voter \$ 5.39 (Primary 2002 actual cost.) (The cost for mail precinct ballots for the 2002 General was \$5.82 per voter.)
2. Objective: Review and correct voter registration roles.
 - a. Indicator: Number of ineligible, non-resident voters purged (moved, deceased...) 9,234 during 2002, which brings the total number of ineligibles removed to 78,177 during the last five years. This saves the County the cost of printing, processing, and mailing sample ballots, inserts, etc. to ineligible voters.
3. Objective: Conduct “successful” elections with increasing automation.
 - a. Indicator: Cost per registered voter \$6.15 (Total cost billed for the 2002 General plus not recoverable federal, state, County and MAC contest costs, divided by the total eligible registered voters.)
 - b. Indicator: Cost per precinct \$1,269.00 (Total costs for the 2002 General, less absentees, regular salary and benefits costs, divided by the number of polling place precincts.)

- c. Indicator: Time ballot unofficial tally completed on Election Day 1:38 am (Long ballot for the 2002 General caused by heavy consolidations contributed to the late hour).
- d. Indicator: Internet Web Site “hits” 5,607
(Information obtained via Web Tends shows that the polling place look up page had 1,481 hits and the results page had 4,126 hits on Election Day November 5, 2002. Technology is increasing Elections Department public service by enabling immediate access to important information.)

B. RECORDER AND RECORDER MICROGRAPHICS/MODERNIZATION

- 1. Objective: Maintain or increase productivity without reducing accuracy.
 - a. Indicator: Documents recorded per document examiner position 72,940/year (other Bay Area counties average 34,750/year) Contra Costa Recorder’s Office employees record 109.9% more than other Bay Area counties.

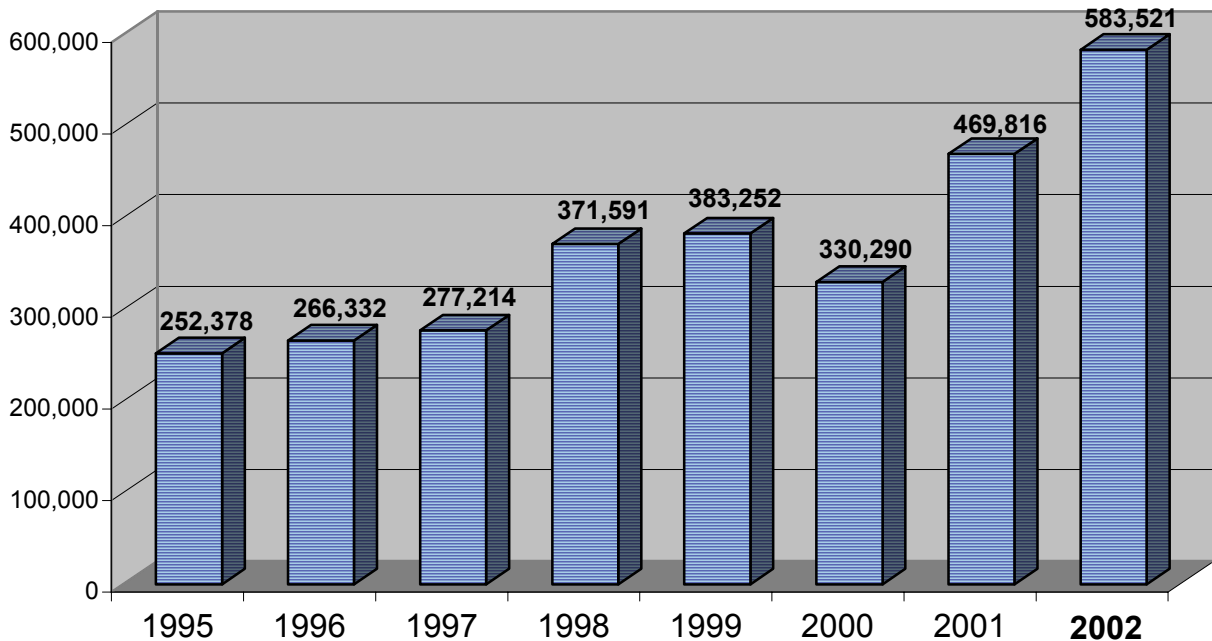


- b. Indicator: Percent of time in compliance with index requirements 64% - this is a decrease of 8% from last year and is due to the enormous volume of recordings.
- c. Indicator: Documents ordered via the Internet 5853 documents in 2002. We have seen an 82.6% increase over 2001.
- d. Indicator: Web “hits” - how many people accessed the Recorder’s Office Website 32,525, an increase of 146% (we

received 13,233 during 2001).

- e. Indicator: Number of downloaded files 7,390 during 2002. The Recorder's Office had 2 of the top 10 most downloaded files for all of Contra Costa during the reporting period (Marriage License application and Recorder's Office fee schedule).
- f. Indicator: Annual recording volume 583,321 In 2002 the Recorder's Office set a new record for the highest number of recordings in a single year.

Contra Costa County Recorder's Office
Annual Recording Volume
Number of Documents Recorded by Year

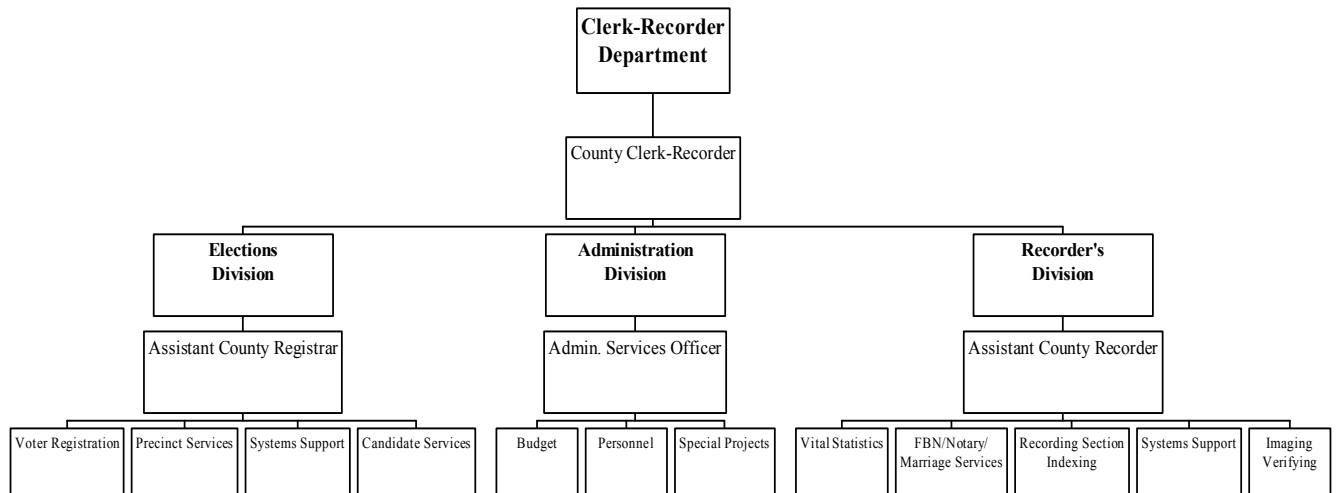


Training Budget

The Clerk-Recorder budget for training is \$24,000 for 2002-03. We anticipate this increasing in the future, as employees at all levels require a higher proficiency of technology skills.

VI. DEPARTMENT ORGANIZATIONAL CHART

Clerk-Recorder Department
Departmental Organizational Chart
March 2003



*For additional information regarding the Clerk-Recorder Department, please contact
Administration at 924-646-2955*

or visit our web site at

www.co.contra-costa.ca.us

select "Departments", then "Clerk-Recorder" or "Elections".

